



**SEARCH**

SWIFT EFFICIENT APPLICATION  
OF RESEARCH IN COMMUNITY HEALTH

# Evaluating SEARCH: Progress to Date

**SEARCH Steering Committee**

**September 18, 2003**



# SEARCH III evaluation needs

- **Intervention quality and integrity**
  - Is this a well-executed program?
  - What is the nature of the educational intervention?
- **Appropriateness of the program**
  - Are we in the right game?
  - Is this the best way to achieve the overall vision?
- **Program outcomes/impact**
  - Changes in 'targets' of the program - participants, sponsors, partners
  - Capacity-building goals
  - Changes from project processes and results



# Evaluation Blueprint 2001

- **Articulated full range of potential impact**
- **Identified priority questions**
- **Made recommendations on process**

# Potential impacts

<b>Level of Change</b> <b>Locus of Change</b>	<b>Service Delivery</b> <b>e.g. RHAs,MDs</b>	<b>Academic</b> <b>e.g. Universities</b>	<b>Funding</b> <b>e.g. AHFMR</b>
<b>Individual</b>			
<b>Individual in Organization</b>			
<b>Organization System (Group of RHAs)</b>			
<b>Trans-sectoral System</b>			
<b>SEARCH Governance and Management</b>			



# Evaluation Projects

<b>Level of Change</b> <b>Locus of Change</b>	<b>Service Delivery</b> e.g. RHAs,MDs	<b>Academic</b> e.g. Universities	<b>Funding</b> e.g. AHFMR
<b>Individual</b>	SI/II LT f/u S III midpoint <i>RPAP assessmt</i>		
<b>Individual in Organization</b>	SI/II LT f/u S III midpoint <i>RPAP assessmt</i>		
<b>Organization</b>			
<b>System (organizational groups)</b>			
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<b>Individual in Organization</b>	SI/II LT f/u S III midpoint <i>RPAP assessmt</i> Project tracking		
<b>Organization</b>	Project tracking Org change		
<b>System (organizational groups)</b>	Org change		
<b>Trans-sectoral System</b>			
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<b>System (organizational groups)</b>	Org change Network dvlpmt	Network dvlpmt	
<b>Trans-sectoral System</b>	Network dvlpmt	Network dvlpmt	Network dvlpmt

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<b>Individual in Organization</b>	SI/II LT f/u S III midpoint <i>RPAP assessmt</i> Project tracking	Faculty consult	
<b>Organization</b>	Project tracking Org change	Faculty consult	
<b>System (organizational groups)</b>	Org change Network dvlpmt	Faculty consult Network dvlpmt	
<b>Trans-sectoral System</b>	Network dvlpmt	Network dvlpmt	Network dvlpmt

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<b>Organization</b>	Project tracking Org change	Faculty consult	IBR HRC evaluation
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<b>Trans-sectoral System</b>	Network dvlpmt	Network dvlpmt	Network dvlpmt IBR
<b>SEARCH Governance and Management</b>			



# Impact: Individuals

- **Career development:**
  - > 80% positive or major positive influence
  - > 50% undertake additional training, 10% enroll in graduate education
- **Remain in province, and linked to SEARCH networks:**
  - > 80% remain in province; 2/3 in same organization
  - 90% still use network at 2-4 years post-program
- **High job mobility into positions with increased responsibility:**
  - 2/3 changed position
  - research -> management; practice -> research

# Impact: Individuals in Organizations

- **High level of current skill application**
  - 2 out of 3 apply 'always/often' @2-4 years
- **Increased responsibility for relevant areas of activity**
  - 2 out of 3 report increased/substantially increased responsibility
- **Other outcomes**
  1. Professional networks (33)
  2. Leadership skills (28)
  3. Value to organization (27)
  4. Ability to influence decision-making (27)
  5. Job satisfaction (27)
  6. Recognition and respect from employer (25)
  7. Recognition and respect from colleagues (22)



# Impact: Organizations

## Improved 'a great deal' through SEARCH project:

1. Skill and knowledge of staff
2. Access to resources
3. Collaboration (individual, organizational)
4. Research and evaluation
5. Supportive attitudes and values
6. Ability to identify relevant information
7. Identification of priorities
8. Influence of research on decisions

# Impact: Research

- **New research**
  - 72% of SI and SII engaged in new research in 2-4 years
  - Increased success in grant applications in some organizations
- **Publication and dissemination**
  - 64 external and 15 peer-reviewed journal publications from S I and II projects (50) within 4 years.
- **Organizational support for research**
  - 80% agree/strongly 'organization is supportive of research'
  - 50% 'currently receive support from direct supervisor to apply learning'



# Key messages

1. **Tremendous development of ‘capital’ – increased capacity and readiness for more.**
  - **“Strong vibrations”** - capacity for more change
  - **Network potential** - profile and contribution
  - **Faculty development** - commitment, identity, momentum, intellectual asset

# Key messages

## **2. There are many, but not consistent, impacts:**

- Infrastructure and resources
- Skill and knowledge
- Recognition and utilization of expertise
- Increased leadership
- Management decisions influenced
- Research and evaluation activity
  - SEARCH ‘is different’



# Key messages

## 3. Critical interface of the organization and individual.

- **Projects** are major mechanism by which organization engages
- Characteristics of the **individual** are powerful
- Optimal **'fit' and 'synergy'** of organization and individual
- **Defining** 'organization' ('subunit' level?)
- Varying definitions of 'capacity' and ability/intent to capitalize on investment
  - Importance of 'bridges'

# Key messages

## **4. Need to re-frame/re-describe SEARCH and its outcomes**

- Skill application is continuous – permeable barrier of ‘SEARCH’
- Leadership development is a critical, unanticipated, highly valued outcome (network, profile, confidence)
- An alternative reference frame to the academic is required for both program description and outcome definition

# Key messages

## 5. Issues of recognition are recurring

- Assessing human capital
  - What is ‘completion’?
  - How do you recognise success?
- Outcomes of value to organizations are very different from assumptions of ‘value’ in academics
  - challenge notions of ‘standards’, ‘fairness’ for individuals
  - challenge notions of success and reward for researchers